

Impact of Job Satisfaction on the Employee Performance: A Study on Staff Working in Star Category Hotels of Ahmedabad, Gujarat

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ABSTRACT

Employees are the backbone of any organization. To achieve high level performance, highly satisfied employees become the absolute necessities of the organization. Organizational goals have always been focused on achieving high level performance through productivity and efficiency. The present study tries to examine the impact of the job satisfaction of employees in 5-star hotels and their impact on the employee performance. The data was collected using the questionnaire method. The samples of the study were employees of 5-star hotels in Ahmedabad. There were 75 responses collected for the study. The purpose of the study is to examine the relationship between job satisfaction and employee performance among the employees working in the 5-star hotels in Ahmedabad. The findings reveal that job satisfaction and employee performance have strong correlation and is significant. The study concludes that the management of different sectors can be benefited by analysing the job satisfaction of the employees and ways to increase it on a regular basis. This would help in managing the organization with ease.

KEYWORDS: *Job satisfaction, employee performance, productivity, efficiency*

INTRODUCTION

The competitive environment of today requires organizations to match their competitors or surpass them to have an edge in the market. The greatest asset of every organisation is its people, and it is important to recognise their contribution to the firm's expansion and success. Since various dynamics are constantly being experienced in the organization by the employees, they are one of the key organizational factors to consider. They have a significant role in determining any organization's effectiveness and success. Without them we cannot imagine the growth of an organization. If humans are such an important element in the scenario it is obvious that their role cannot be ignored and hence emphasises should be the employees working in an organization. A balance can be created between the needs of the employees and the demand of an organization and it has to be managed correctly. Maintaining harmony between both the two aspects is the primary key in increasing productivity and achieving organizational goals. A higher level of productivity can only be attained by an organisation through contented employees. Proper

training regarding the job to be performed impart skills to perform the job proficiently. In order to motivate the skilled workforce to work more effectively toward achieving organisational goals, it is also necessary to instil in them a positive attitude that will make them feel proud of their job and add a sense of belonging to the organisation. Motivation is something that drives you towards a particular objective and helps you to achieve them. Less motivated employees are low on self-motivation and don't develop themselves for the opportunities while motivated employees are more driven by the autonomy and freedom. (Paais & Pattiruhu, 2020). It was revealed that it had a positive and significant effect on the employee performance, when research was conducted on the effect of motivation on employee by (Olusadum & Anulika, 2018). Employee motivation is of two types: intrinsic and extrinsic. Self-esteem which can be portrayed by achievements, recognition, accelerated learning, given work, responsibility and development of individual is always connected with intrinsic

How to cite this paper: Devangana Verma "Impact of Job Satisfaction on the Employee Performance: A Study on Staff Working in Star Category Hotels of Ahmedabad, Gujarat" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-6 | Issue-7, December 2022, pp.1207-1214,

URL: www.ijtsrd.com/papers/ijtsrd52537.pdf

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motivation. When external factors like security, work conditions, company policy, status, compensation, and interpersonal relationships, which are from outside the organization affect the employee's motivation it is called as extrinsic motivation. (**Paais & Pattiruhu, 2020**). These factors in turn results in the efficiency of the employee towards the organization. Motivation will lay a strong foundation for job satisfaction. "A contented employee is a productive employee," is a familiar phrase. Job happiness becomes a crucial factor to consider since every employee stays in the organization for at least 8 hours a day and spends maximum time of his/her lives at workplace. A satisfied employee will always give his best to perform the task assigned to him. A content employee will give his all to complete the task entrusted to him to the best of his ability, as opposed to a dissatisfied employee who will complete the task merely for the sake of completion without going the extra mile. It is the network of task that are performed in the best possible manner, which in turn accomplishes the objectives of the management to give the best possible service to the guest. In order to understand various organizational outcomes, the field of organizational behaviour has extensively studied and concluded that job satisfaction is one of the important factors to be considered. In order to form a more favourable organizational climate, positive contributions would be made by the employees who are highly satisfied. The elements of work that cause or affect job satisfaction are the independent variables which consists of: (1) The work itself (2) Working conditions (3) Colleagues and superiors (4) Wages and promotions (5) Conformity between work and personality. (**Nurdiansyah et al., 2020**)

Performance is the work portrayed by an individual while working in an organization, in line with the authority and responsibility given to him/her and is expected to achieve the goals of the organization. (**Ratnasari et al., 2020**) A successful company depends on its human resources for its success in achieving goals and survival, making employee performance efforts a management challenge. As stated by, **Kalangi et al. (2021)** a company's growth is directly related to its employees' performance. It must first enhance individual performance in order to enhance organisational performance. There are many factors that can affect the job satisfaction of the employee and one of them is employee performance. (**Nurdiansyah et al., 2020**). Different people experience satisfaction at different levels. There are five aspects that can be used as a measurement parameter in assessing the individual performance level (**Razak et al., 2018**). These include: (1) quality of work, (2) Promptness,

(3) Initiative, (4) Capability, (5) Communication. In order to help employees, develop skills and maximize their potential, there are performance improvement programs run by the organizations which provides feedback about the employee performance (**Riyanto et al., 2021**). Motivation, satisfaction, and individual performance are dynamically linked and are dependent on a number of factors, including the work environment of the company, the work tasks of the position, as well as the personality traits of the person performing the task (**Gilmeanu (Manea, 2015)**). Since employees are the valuable assets of any organization, it is necessary to understand and study about their satisfaction with the job. An organization where the employees are satisfied with their job will tend to have an increase in their performance.

Hence, management must provide strong support to ensure that employees are motivated to perform in a way that meets their expectations as well as the organization's expectations.

Rationale:

In the recent years, the hospitality industry has grown exponentially. Employee performance is a crucial area which needs emphasis of the management. In order to work efficiently, effectively an organisation must concentrate on its performance. The organisation must also emphasize on job satisfaction in order to acquire strong employee performance because dissatisfied employees are less likely to reach their full potential and consequently are less able to focus and concentrate fully on their task.

Review of literature

Job Satisfaction

There various things said and documented by various scholars about job satisfaction across the globe. The feeling of Job satisfaction differs from one person to another as what one human feels the other person may not necessarily feel the same way and that is why it is important to study about this concept. Job satisfaction is the perception of a person about his/her job, if a person likes his job he will be satisfied and if he does not like the job he will be dissatisfied. A satisfied employee will have high motivation towards work and hence will be more productive in the workplace. A person will typically work as hard as he can and use all of his skills to do the task at hand if he finds satisfaction in his work (**Barasa et al., 2018**).

The concept of satisfaction is complicated and is associated with human feelings and perceptions.

An employee would be motivated enough to work towards the expectations that he has when he/she completes the tasks in the desired way and feels satisfied when his/her expectations are met.. If an

individual perceives his job to be fulfilling, this will have a good impact on his performance. On the other hand, if he perceives his job to be displeasing, this will have a negative impact on his performance. Less satisfied employees will not perform well when immensely stressed (Barakat, et al. 2015, Singh, 2017). The bad performance may also have an impact on their health and well as the colleagues around and may end up spoiling the organizational culture. Job satisfaction consists of intrinsic and extrinsic. Employee's performance is remarkably influenced by the job satisfaction (Qomariah et al., 2020). According to Saputra (2016) job satisfaction shows a positive effect on employees' performance. Job satisfaction is correlated to employee satisfaction as it helps in increasing it (Nurdiansyah et al., 2020). A good word of mouth is spread and more helping hand is extended by the employees who are satisfied while the dissatisfied employees show resistance to adopt to the organisational culture and at times behaves against it (Riyanto et al., 2021).

Employee Performance

Employees are the backbone of any organization. They are the most important resource for any business because they have the power to make or break its reputation and profitability (Et al., 2021). It has been indicated in a few reports that job performance is the most critical parameter in terms of organizational psychology and human resources management (Katebi et al., 2022). The dependence of performance is based on perception, values and attitudes (Hussin, 2016)

These are the three important pillars based on which an employee performance is assessed.

The profitability of an organization is deeply affected by the performance of the employees. Employee job satisfaction is the output generated by the ability, efforts and the employment opportunities provided to an employee (Berliana et al., 2018; Singh & Tanwar, 2018). Task performance and behaviour performance are the two branches of employee performance. Factors related to work are included in the behaviour performance. When a given additional responsibilities, a prompt behaviour of employee is reflected. Positive and negative behaviour are two behaviours that exist in the organization. A positive behaviour will motivate an employee and encourage

him to be participative in the programs conducted by the organization for the employees which would lead them to achieve the goals set by the organization (Riyanto et al., 2021). Job performance of the employee can be evaluated using three methods. The first is individual's work and activity identification and ranking them. The second is ranking individuals by their ranking given by their immediate superior regarding their efficiency in work. The third way is self-evaluation by individuals. Employees tend to focus more on their goals when the third way is followed (Katebi et al., 2022, S. V Singh et al., 2020). Through a proper feedback, a worker's performance can be evaluated which in turn helps the management to focus on developing the necessary skills of the employees and helps in enhancing the employee performance (Alewo et al., 2022).

Objectives:

1. To study the impact of Job satisfaction on employee performance of the 5-star category hotels in Ahmedabad.
2. To examine the relationship between job satisfaction and employee performance

Hypothesis:

[H₀] There is no relationship between job satisfaction and employee performance

[H₁] There is a relationship between job satisfaction and employee performance

Methodology:

Study area: The research emphasizes on the population of the employees of the star category hotel in Ahmedabad.

Sampling: A convenience sampling was used and 75 responses were received. The sample for the study was selected 5-star hotels in Ahmedabad. The respondents were the employees of the hotel.

Survey instrument: The study used a structured questionnaire as the instrument for collecting the data from the respondents which was divided into 2 sections. The demographic profile of the respondents was captured in the first section and the second section covers the questions related to the factors which impact the performance and job satisfaction of the employees. The survey instrument used the closed ended questions to determine the influence of job satisfaction on the employees performance.

Data analysis and interpretation:**Table 5.1**

	Classification	No. of Sample unit	Percentage
Gender	Male	51	68%
	Female	24	32%
Age	Less than 20	05	6.7%
	21-30 years	12	16%
	31-40 years	42	56%
	41-50 years	16	21.3%
	More than 51 years	0	0%
Marital Status	Married	46	61.3%
	Unmarried	29	38.7%
	Divorced	0	0%
	Widowed	0	0%
Tenure in the present hotel (in years)	Less than 1 year	09	12%
	1-3 years	06	08%
	3-6 years	20	26.7%
	6-10 years	34	45.3%
	10 years and above	06	08%
Monthly income (in Rupees)	Less than Rs.10,000	03	04%
	Rs.10,000-Rs.20,000	07	09.3%
	Rs.20,000-Rs.30,0000	10	13.3%
	Above Rs.30,000	55	73.3%
Education level	Diploma	0	0%
	Graduation	53	70.7%
	Post-Graduation	21	28%
	Other	01	01.3%
Nature of employment	Contract	02	02.7%
	Permanent	72	96%
	Other	01	01.3%
Current working level in the organization	Management Level	52	69.3%
	Supervisory Level	19	25.3%
	Trainee Level	04	05.3%

In the table 5.1, demonstrates that from the total sample taken 68% of the respondents were males and 32% respondents were females. 56% of respondents were aged 31-40, which represents the highest age group. A majority of 61.3% respondents are married and 29.7% are unmarried. It demonstrates that within the work tenures of 01–03 years and 10 years and above, the minimum respondent rate is 8% and the greatest respondent rate is 45.3% for the tenure of 06-10 years. It also reveals that 73.3% of respondents earned more than Rs.30,000 per month. The level of education of 70.7% of respondents was Graduation. 96% of the workforce was hired on a permanent basis, which is a majority. 69.3% of the respondents were working at a management level in the organization.

Table 1: Job Satisfaction:

Do you work overtime to complete your work					
Verbal interpretation	Yes	No	Maybe		
Frequency in %	89.3	6.7	4		
Working conditions having impact on your performance					
Verbal interpretation	Location	Hours worked	Physical condition	Communication	Other
Frequency in %	66.7	20	6.7	5.3	1.3
You are motivated to exert more effort into the job					
Verbal interpretation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Frequency in %	8	6.7	12	24	49.3

Table 1, shows that 89.3% respondents have to work overtime to complete their work. 66.7% selected location as a factor under working condition that has impact on their performance. When asked about having motivation to exert more efforts into the job, 73.3% agreed that they are well motivated.

Table 2: Management related questions:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The management is fair in implementing the policies					
Frequency in %	8	10.7	9.3	28	44
The management of my company always follow good management practices					
Frequency in %	8	8	8	28	48

From the table 2, it is revealed that 72% agrees that management is fair in implementing policies in the organization and 76% agrees that the management in their organization follow good management practices.

Table 3: Work:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Working hours per week are reasonable					
Frequency in %	6.67	13.33	8	26.67	45.33
Opportunity to work independently					
Frequency in %	8	9.33	9.33	29.33	44
The job is challenging					
Frequency in %	4	12	9.33	30.67	44
The job promotes creativity					
Frequency in %	14.67	8	5.33	26.67	45.33

Table 3 demonstrates that 72% of the respondents are of the perception that their working hours per week are reasonable. 73.33% feel that they are given the opportunity to work independently. 74.67% of the respondents find the job as a challenging one. 72% of the respondents agree that their job promotes creativity.

Table 4: Working condition:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Appropriate shift hours					
Frequency in %	12	10.67	6.67	22.67	48
Compatible working environment					
Frequency in %	4	9.33	6.67	22.67	57.33
Safe & hygienic working conditions					
Frequency in %	2.67	1.33	5.33	21.33	69.33

Table 4 - it is revealed from this table that 70.67% of the employees find the shift hours to be appropriate. 80% employees stated that they have a compatible working environment. A majority of 90.66% agreed that they have safe & hygienic working conditions in their hotel.

Table 5: Equipment and Resources:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hotel has sufficient resources					
Frequency in %	1.33	2.67	6.67	20	69.33
Efficient equipment at the hotel					
Frequency in %	0	4	5.33	20	70.67
The resources are easily accessible					
Frequency in %	0	2.67	8	20	69.33

Table 5 – it shows that 89.33% respondents agrees that the hotel has sufficient and easily accessible resources. A majority of 90.67% respondents considers the equipment of the hotel as efficient.

Table 6: Work relationship:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Colleagues are supportive					
Frequency in %	2.67	6.67	10.67	29.33	50.67
Smooth flow of communication within organization					
Frequency in %	6.67	5.33	6.67	30.67	50.67
Work appreciated by superiors					
Frequency in %	6.67	12	6.67	22.67	52
Credit given by superiors for extra work					
Frequency in %	8	12	8	21.33	50.67

Table 6 – demonstrates that 80% of the respondents find colleagues supportive. 81.34% respondents have a smooth flow of communication within their organization. 74.67% feels that their work is appreciated by their superiors and 72% agree that they are given credit by their superiors for the extra work performed.

Table 7: Employee Benefits:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pick & drop service (Night shift)					
Frequency in %	61.33	5.33	2.67	14.67	16
Health insurance provided					
Frequency in %	2.67	2.67	4	17.33	73.33
Employee compensation (Accident)					
Frequency in %	4	4	2.67	14.67	74.67
Accommodation facility provided					
Frequency in %	62.67	5.33	2.67	16	13.33
Availability of Employee Discount					
Frequency in %	2.67	8	4	13.33	72

Table 7 - The above table shows 66.66% respondents are not provided with a pick up and drop service during their night shift. 90.66% agree that they are provided health insurance by their organization. 89.34% respondents have an employee compensation policy provided by the hotel, in case of accident of an employee. 68% employees do not get accommodation facility by the hotel. 85.33% of the respondents agree that there is an availability of the employee discount in their hotel.

Table 8: Pay/Salary:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Being paid competitively w.r.t. other hotels					
Frequency in %	2.67	12	6.67	21.33	57.33
Satisfactory and timely increments					
Frequency in %	4	17.33	5.33	20	53.33
Performance based incentives					
Frequency in %	6.67	12	6.67	17.33	57.33

Table 8 demonstrates that; 78.67% respondents agree that they are paid in par with the salary/pay offered by the other hotels. 73.33% of the respondents agree that they are provided with satisfactory and timely increments. 74.67% respondents also agree that they are provided with performance-based incentives from time to time.

Table 9: Promotion & Career Growth:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Timely promotion					
Frequency in %	6.67	14.67	6.67	17.33	54.67
Promotion policy is satisfactory					
Frequency in %	5.33	17.33	5.33	18.67	53.33
Training is provided for self-development					
Frequency in %	10.67	14.67	9.33	16	49.33
Equal opportunity for career advancement					
Frequency in %	9.33	13.33	8	22.67	46.67

Recognition for achievements					
Frequency in %	8	8	9.33	16	58.67

Table 9 demonstrates that 72% of the employees agree that they get timely promotion in their organization and the promotion policy is satisfactory. 65.33% of the respondents agreed that they are provided proper training for their self-development. It is also revealed by 69.34% respondents that there are enough career growth opportunities in the organization. 74.67% of the respondents are affirmative that they are provided recognition for their achievements.

Correlations:

		Job satisfaction of employees	Job Performance of employees
Job satisfaction of employees	Pearson Correlation	1	.789**
	Sig. (2-tailed)		.000
	N	75	75
Job performance of employees	Pearson Correlation	.789**	1
	Sig. (2-tailed)	.000	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Through this analysis, it was a positive correlation between job satisfaction and performance of employees. Job satisfaction and performance of employee is significantly, highly and positively correlated ($r=0.789$, $p=0.000$)

Result from hypothesis:

Hypothesis	Result
H1: There is a relationship between job satisfaction and employee performance	Supported

Conclusion:

On the analysis of the primary data, it was observed that the impact of job satisfaction on employee performance was studied on certain parameters like work, working conditions, equipment and resources, work relationship, employee benefits, pay/salary and promotion and career growth.

The results of this analysis states that there is a positive influence of job satisfaction on employee performance. Job satisfaction is considered as the main factor that effect the efficiency and effectiveness of the business organization. High job satisfaction will improve employee performance.

From the result of the study, it is known that there is an impact of job satisfaction on employee's which is very significant and needs to be improved related to employee benefits. The employees who are satisfied would remain loyal to the organization and this would lead to less attrition as well. Also, when employees are given an opportunity to grow in the organization, they develop a feeling of belongingness and work harder towards achievement of the organizational goals. The management of different sectors can be benefited by analysing the job satisfaction of the employees and ways to increase it on a regular basis. This would help in managing the organization with ease.

Limitation:

The result is only carried out in a particular city so it can be said that a there was a small respondent

market. In this study, it is not possible for researchers to hand out questionnaires to participants and help them complete them so there is a possibility that the employees might not have understood the questions properly and did not fill the questionnaire with the actual answers. There was lack of time experienced by the employees as they were too busy and they couldn't fill the questionnaire.

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